

MINUTES
OF THE
IT EXECUTIVE STEERING COMMITTEE
OF THE
WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP AUTHORITY

October 20, 2025

Virtual & In-Person Meeting

First Floor Conference Room

Steamship Authority Headquarters

228 Palmer Avenue, Falmouth, MA

Attendees:

- Peter Jeffrey (subcommittee member)
- John Cahill (subcommittee member) – virtual
- Stephen Colman
- Mark Amundsen
- Mark Rozum
- Sean Driscoll
- Tom Innis
- Ourania Siabanis
- Lizzy Freeman (minute-taker)

Video and Audio Recording of Today's Meeting:

- It was announced that Sean Driscoll was making an audio and video recording of the meeting.

Statement Regarding Remote Participation:

It was announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, Mr. Cahill was participating in the meeting remotely because his physical presence would be unreasonably difficult. Mr. Cahill participating in the meeting by Zoom videoconferencing app and all members will be clearly audible to each other.

1. Public Comment

- Margaret Hannemann asked why she could not see the number of Zoom Participants.
 - Sean Driscoll had not released the number of participants yet.
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2. E-DEA Project Update

- Project Dashboard:
 - Developing an internal project dashboard to coordinate efforts across workstreams.
 - Separate dashboards planned for each workstream.
- Recent Progress:
 - Continued discussions with E-Dea; access to sandbox environment for configuration work.
 - Productive collaboration to date.
 - 21 workshops scheduled; 4 remaining to finalize.
 - Contracting phase nearly complete, leading to positive discussions.
 - Responding to E-Dea's request for updated customization requirements.
 - Work underway on procurement timeline and planning for customer engagement town halls.
- Business Decisions & Ongoing Work:
 - Focus on preseason (bulk) process setup in the new system.
 - Reviewing and updating commodities for system compatibility.
 - Leveraging system functionality and continuing website planning.
- Risks & Challenges:
 - Managing internal capacity for a large-scale project.
 - Updating internal policies to align with new systems.
 - Addressing change fatigue and ensuring comprehensive staff onboarding and training.
- Workstream Status:
 - All workstreams (Reservation System, Operations Redesign, Policy Update, Website, Preseason Portal) currently green.
 - Infrastructure rebuild requires significant effort; preparing to go out to bid.
 - Exploring data warehouse and reporting options internally and with external partners.
 - Detailed workplan to follow final solution design with E-Dea.
- Technical Integrations:

- Two key efforts in progress: Payment Gateways and Business Central Integration.
 - Change management updates to be provided later in the meeting.
 - Discussion Highlights:
 - John: Noted concern that change management is ongoing, not a one-time task.
 - Tom: Confirmed that requirements feed into solution design; process will help translate SSA operations into the new system and reassess policy-driven customizations.
 - Peter to Mark A: Asked about the greatest business rule success so far.
 - Mark A: Early in process; more insight expected by next meeting.
 - Peter to Mark A: Asked about main challenges.
 - Mark A: Waitlist process — adapting to new system poses internal and external change management challenges.
 - Peter to Steve (IT): Asked about greatest infrastructure challenges.
 - Steve: Resource limitations and aging technology; early in the project but progressing well.
 - Peter: Emphasized bringing resource needs to this committee for escalation to the Board if necessary.
 - Mark A: Expressed confidence in vendor selection; E-Dea has been proactive and well-prepared.
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3. Contract Update

- Nearing completion; 1–2 items remain outstanding.
 - Anticipate finalizing this week.
 - Meeting with E-Dea to continue advancing other project initiatives while contract wraps up.
 - Overall project remains on schedule.
 - No questions from committee members.
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4. Policy Update

- Allocations:
 - John: Asked if there's an opportunity to switch to linear feet for improved freight deck management.

- Mark A: Confirmed — templates identified for each vessel, allowing for detailed allocation setup to improve productivity and space utilization (more cars, passengers, and freight onboard).
- John: Suggested analyzing utilization by vessel and time period.
- Mark A: Templates are vessel-specific; goal is to improve freight deck efficiency using both long and general vessel space.
- Inventory Management:
 - Peter: Asked if the team is reviewing cancellation and refund policies, noting concerns about being overly generous with freight customers or substitution of reserved trucks.
 - Mark R: Confirmed — under review as part of broader inventory management analysis. Evaluating relationship between inventory levels, pricing, and customer behavior (e.g., potential for off-peak pricing). Leveraging E-Dea's experience with other ferry systems.
- Product Definitions & Pricing:
 - Peter: Noted the connection between product structure and pricing strategy.
 - Mark R: Two methodologies under consideration:
 - Current system with many products and detailed pricing.
 - E-Dea model with fewer product categories and percentage-based price adjustments.
 - Exploring E-Dea's subscription-based approach and its potential applicability.
 - Peter: Requested a dedicated meeting once there's a clearer understanding of the inventory management system, product definitions, and pricing approach.
 - Mark R: Plans to begin showing the sandbox environment (pending E-Dea approval) once available.
- Policy & Board Review:
 - Peter: Asked whether pricing changes would require Board approval.
 - Mark R: Yes — significant policy changes anticipated, affecting both customers and employees.
 - Peter: Requested timeline for Board review.
 - Tom: Outlined next steps:
 - Completing workshops this month.
 - Nov–Feb: E-Dea to work on solution design (system configuration plan).
 - Early next year: Begin proposing items for inclusion in the system; some will require policy review and Board input.

- Mark R: May consolidate related policies as part of this process; feedback from open houses will inform direction.
 - Change Management & Stakeholder Engagement:
 - Tom: Emphasized this phase as a major part of change management — E-Dea’s process requires re-examining core assumptions about current operations.
 - Encouraged open discussion and feedback through town halls before bringing refined recommendations to the Board.
 - Process intended to foster clarity, collaboration, and informed decision-making on new operational models.
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5. Procurement Update

- External Infrastructure:
 - Wi-Fi assessment completed; coordinated internal and external resources.
 - 5G implementation at terminals underway.
 - Next steps: align handheld devices with E-Dea system and begin system testing.
- Internal Infrastructure:
 - Internal wiring currently out to bid; vendor selection expected by December.
 - Coordinating between internal systems and external vendors.
- Website:
 - Continuing collaboration with IntraSystems to integrate the website with the new commerce platform.
- Preseason Portal:
 - Reviewing IntraSystems’ feedback on the preseason process; finalizing portal functionality.
 - Goal: ensure the preseason portal operates fully within the new E-Dea system.
- Implementation & Integration:
 - Recent onsite meetings with E-Dea focused on system integration planning.
 - Ongoing work to ensure seamless integration with other systems (e.g., Business Central, website, handhelds).
- Discussion – Handheld Devices:
 - John: Asked about new handheld capabilities.
 - Mark A: Improved speed—faster processing for passengers and vehicle tickets.

- John: Asked how they will function operationally.
- Mark R: Still in discovery — evaluating one-step vs. two-step check-in process. Considering logistics for passenger bookings, minimizing traffic booth changes, integrating handhelds with portable credit card machines.
- Handheld functions will include: check-in, boarding, ticket changes, opening trips, and trip status updates.
- Emphasis on change management to avoid creating bottlenecks during rollout.
- Discussion – Preseason Portal:
 - John: Asked if this is bulk software.
 - Discussion centered on leveraging the E-Dea system as much as possible for preseason processes.
 - Goal: have the preseason portal fully integrated and automated within the E-Dea platform.
 - John: Confirmed with Tom that the project remains on track.
- Capital vs. Operating Classification:
 - Peter: Reviewed which workstreams fall under capital or operating expenses:
 - External infrastructure – Capital
 - Internal infrastructure – Mostly capital, depending on scope
 - Website – Capital
 - Preseason portal – Capital
 - Training – Operating
 - Accounting integration – Capital or operating, depending on customization level
 - Data warehouse – Likely capital
 - Peter: Asked if the proposed operating budget is sufficient to cover expenses if some items shift from capital to operating.
 - Mark R: Funds available within the budget; received SOW from Integrato — estimated \$67K–\$103K, depending on hours.
 - Integration costs for Business Central upgrades already anticipated in the budget.
- Procurement and Planning:
 - Peter: Asked if procurement will be completed by year-end.
 - Mark R: Yes — wiring bids are out; will require Board award.
 - Handheld units may be treated as capital depending on quantity purchased.

- Tom: Wi-Fi assessment showed vessels create a “wall of Wi-Fi” when docking, influencing handheld specs and frequency needs to prevent interference.
 - Peter: Asked when the master procurement plan will be available.
 - Mark R: Targeting December; waiting on vendor SOWs. Project remains on track. Will share SOW with Peter.
 - Integration and IT Resource Planning:
 - Steve: Working with E-Dea on integration templates; vendors now fully engaged to identify integration points, required resources, and timelines.
 - Mark R: Considering workstation inventory strategy — evaluating which equipment can be reused.
 - Steve: IT performing end-user hardware needs analysis to ensure fiscal responsibility.
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6. Change Management

- Project Subteams Established (Internal Working Group):
 - Commercial
 - Public Customer & Terminal
 - Technical
 - Accounting
 - Internal Working Group
- Beta Testing Groups:
 - Customer User Group – representative end users for testing.
 - Commercial User Group – shipper-focused testing participants.
 - SSA Super Users – internal employees with early system access.
- Public & Customer Engagement:
 - Public Customers: focus groups held; upcoming town halls planned.
 - Commercial Customers: quarterly shipper meetings scheduled.
 - Employee Engagement: ongoing through employee learning and management system development.
- Employee Engagement Discussion:
 - Peter: Asked when and how employee engagement has started.
 - Mark A: Identified super users already; they have access to the E-Dea sandbox. Employee training will occur later in the project.
 - Super users understand their role and are currently familiarizing themselves with the system.

- Customer User Group Formation:
 - John: Asked how the customer user group is being assembled.
 - Mark A: Small testing clusters established.
 - Tom: Participants drawn from focus groups; additional volunteers to be solicited at town halls.
 - Seeking individuals who are technology-curious or engaged customers interested in testing and providing feedback.
 - John: Suggested asking the Port Council to handpick a few users from both the islands and the Cape.
 - Tom: Welcomed participation from anyone interested; open invitation for involvement.
- Beta Group Expectations & Structure:
 - John: Recommended having beta group members sign an agreement outlining expectations.
 - Tom: Developing a project charter to define participation guidelines and time commitments.
 - Groups will meet multiple times for iterative feedback and testing.
 - Goal is to gather insights to refine configurations and user experience.
 - Long-term intent: keep the user group active as a continuous improvement forum, supporting SSA's evolution as a learning organization.
 - E-Dea platform's data warehouse and reporting features will support ongoing engagement and transparency.
 - John: Offered to review the charter document once drafted.
- Focus Groups vs. User Groups:
 - John: Asked for clarification.
 - Tom:
 - Focus Groups – met once to share ideas, gather input, and discuss concepts.
 - User Groups – actively test the system, book trips in the test environment, and provide feedback on usability and flow for system improvement.
- Town Hall Planning:
 - Dates proposed: November 10, 12, and 13 (Mainland, Martha's Vineyard, Nantucket).
 - Meetings planned for two hours each; still in the planning phase.

- Tom: Coordinating with Sean’s team to promote events through SSA communication channels. Seeking ideas to boost public awareness and participation.
 - John: Suggested involving the Dukes County Commissioner to help distribute information; will share contact with Tom.
 - Peter: Recommended leveraging past focus group participants to encourage attendance and community engagement.
 - John: Noted potential attendance issue on November 10 (Veterans Day weekend), but agreed to adjust as needed.
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7. Public Comment

- None.
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Motion to Adjourn:

- It was voted upon a motion by Mr. Cahill, seconded by Mr. Jeffrey, to approve the motion to adjourn of the IT Executive Steering Committee, meeting in public session.
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Meeting Duration

3:00 pm – 3:50 pm, EST

Documents Distributed:

- SSA_Project_Subcommittee_Steering_Subcommittee_10.20.25
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Next Meeting:

- Date: TBD
 - Time: TBD
 - Location: SSA Admin Offices (228 Palmer Ave, Falmouth MA) Virtual and In-Person
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Action Items:

Action Item	Owner	Due Date
Finalize project charter for beta/user group participation and expectations	Internal Working Group	Two meetings from now
Identify and confirm members of the Customer User Group and Commercial User Group	Internal Working Group	Two meetings from now
Engage Port Council to handpick participants for public engagement	John	Two meetings from now
Provide Dukes County Commissioner contact to Gibbous for outreach	John	Next meeting
Coordinate with Sean's team to promote town halls via SSA channels	Gibbous	Next meeting
Use focus group participants to help publicize and encourage attendance at town halls	Subcommittee members	Next meeting
Finalize town hall logistics and dates and confirm participation	Internal Working Group	Next meeting
Continue onboarding and involving SSA Super Users in the sandbox environment	Mark A	Next meeting
Develop employee training plan and timeline for later project phases	Internal Working Group	Next spring
Draft and circulate town hall invitations and messaging	Gibbous, Sean's team	Next meeting
Review beta group charter document once drafted	Subcommittee	Three meetings from now